United States Marine Corps Logistics Campaign Plan



2001



Campaign Plan

The Marine Corps Logistics Campaign Plan (MCLCP) has been developed with the intent of articulating the vision and strategy for Marine logistics. The goals, objectives, and tasks outlined in this plan reflect the Marine Corps vision for future warfighting concepts by positioning and/or evolving specific functions and capabilities to best support these concepts. Future warfighting concepts that fall under the purview of Expeditionary Maneuver Warfare such as Operational Maneuver From The Sea will be defined by our logistics capabilities or by our logistics limitations. In light of this we the undersigned, current Logistics General Officers of the Marine Corps, support the MCLCP 2001 and are committed to its successful achievement.

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Purpose

This document provides a comprehensive reference point for our Marine Corps logistics community, and a compass to guide us. It provides the necessary overarching framework, guidance, strategies and specific goals, objectives and tasks to successfully evolve Marine Corps logistics. It addresses logistics at the strategic, operational and tactical levels. Our Campaign Plan is designed to serve the entire Marine Corps logistics community; all elements of the Marine Air Ground Task Force (MAGTF), and the





Mission

Provide logistics support to Marine Corps forces to enable them to accomplish assigned missions across the full spectrum of expeditionary operations and warfare.

Vision

We will ensure that the Marine Corps continues to be the world's most capable expeditionary fighting force by dramatically enhancing the expeditionary and joint capabilities of the Marine Air Ground Task Force through the evolution of logistics.

Guiding Principles

- We will organize logistics capabilities to ensure the commander in the field can be absolutely confident that required support will be provided when and where it is needed.
- We will maintain a war-fighting ethos consistent with expeditionary maneuver warfare and joint concepts as we develop, modernize, refine our logistics systems and practices.
- We will emphasize speed and information as a principal contributor to reducing mass, footprint, and inventory.
- We will operate in peacetime as we will in wartime.
- We will work closely with the Navy to develop a logistics capability that is naval in character.
- We will cultivate a closer bond between aviation logistics and ground logistics.

Implementation

The Marine Corps CSSE Advocate, Deputy Commandant for Installations and Logistics, is responsible for coordinating and executing the goals, objectives, and tasks outlined in this Campaign Plan with the assistance of the CSSE Advocacy Board. The executive agent for the day-to-day execution of this plan is the Director, Logistics Plans, Policies and Strategic Mobility (LP) supported by the Logistics Vision and Strategy Center (LPV). Central to this execution will be the adherence to our Precision Logistics ethos of dynamically enhancing the MAGTF's expeditionary and joint warfighting capabilities through the evolution of logistics.

Each task within this plan is assigned a lead agency/organization and supporting agencies/organizations. The first agency/organization assigned is designated the lead for a task. Leads are responsible for developing plan of actions and milestones (POA&M), coordinating with the supporting agencies/organizations, and for ensuring the task is executed. Specific suspense dates were assigned to tasks only when a date could be logically quantified. Tasks without suspense dates will have ones later assigned as a result of the development of POA&Ms.

During January 2001, a web site will be developed to display the status of this plan. Visitors to the site will be able to review POA&Ms for each task contained in the plan.

Goal 1

Logistics Support for Operations

Enhance and develop logistics capabilities, including Sea Based Logistics (SBL), to support emerging warfighting concepts.



Expeditionary Maneuver Warfare encapsulates the Marine Corps future warfighting concepts such as Operational Maneuver From The Sea. These concepts are a dynamic departure from the Marine Corps current operational capabilities and require significant advancements in procedures and materiel assets to be implemented. The most essential of

these are advances in the area of

logistics. Marine logistics will begin evolving the capabilities of the MAGTF now in order to prepare it for the future. The objectives and tasks contained in this goal are designed to begin positioning and/or evolving capabilities for the future.

Objective 1.1. Develop a concept of logistics support for emerging warfighting concepts for the 21st century.

1.1.1 During 2001, participate in defining emerging warfighting concepts such as Expeditionary Maneuver Warfare and Operational Maneuver From The Sea (OMFTS). (HQMC (LP), MCCDC, PP&O, AVIATION)

- 1.1.2 During 2001, develop a Logistics Concept of Operations that defines Combat Service Support (CSS)/logistics concepts through 2020. (HQMC (LP), MCCDC, MARCORMATCOM)
- 1.1.3 Develop and validate specific required capabilities to conduct Sea-based logistics operations.
 (HQMC (LP),MCCDC, MARCORMATCOM, PP&O, AVIATION)
- 1.1.4 Participate and support the development of the Maritime Prepositioned Force (Future) program. (HQMC (LP), MCCDC, PP&O, AVIATION)

Objective 1.2 Improve Equipment Readiness.

- 1.2.1 During 2001, develop and implement methodologies to improve the Reliability, Availability, and Maintainability (RAM) of new and existing weapon systems. (MARCORMATCOM, HQMC (LP))
- 1.2.2 Identify deficiencies in and develop solutions of operator and maintainer training and proficiency.

 (MARCORMATCOM, MARFORS, TECOM, HQMC (LP))
- 1.2.3 Develop and implement tools to capture "Total-Ownership-Cost" for ground tactical equipment.

 (MARCORMATCOM, HQMC (LP), MARFORS)
- 1.2.4 Develop and implement tools to capture "Mean-Time-Between-Failure" measurements for ground tactical equipment. (MARCORMATCOM, HQMC (LP), MARFORS)
- 1.2.5 Develop and implement maintenance methodologies that will reduce intermediate level Repair Cycle Time. (MARCORMATCOM, HQMC (LP), MARFORS)
- 1.2.6 Develop and provide informational tools, simulation models, predictability tools, and imbedded technology to help the operating forces identify and analyze ground equipment readiness problems.

 (MARCORMATCOM, HQMC (LP), MARFORS)

- 1.2.7 Standardize and reduce the variety of tools and test, measurement and diagnostic equipment (TMDE) necessary to support equipment.

 (MARCORMATCOM, HQMC (LP), MARFORS)
- 1.2.8 Contribute to the reduction of administrative maintenance preparation time (i.e., overhead costs associated with paperwork) by fielding a capability that builds on ATLASS II and Maintenance Automated Program (MAP) results.

 (MARCORMATCOM, HQMC (LP), MARFORS)

Objective 1.3 Improve Distribution.

- 1.3.1 During 2001, develop and field Automatic Identification Technology (AIT) capabilities to support the identification and processing of materiel within the storage and distribution processes.

 (MARCORMATCOM, HQMC (LP), MARFORS, MCCDC)
- 1.3.2 During 2001, develop and implement a methodology to develop an effective, responsive, and seamless distribution system extending from source of supply through the theater distribution system or Navy fleet logistics channels, into and including the forward deployed MAGTFs. (HQMC(LP), MARFORS, (MARCORMATCOM)
- 1.3.3 During 2001, develop a methodology to reshape deployed supply blocks to be more responsive to MAGTF's readiness requirements particularly for class IX repair parts. (HQMC(LP), MARFORs, MARCORMATCOM)
- 1.3.4 Achieve 100% automated visibility, access and redistribution of all classes of supply by January 2004. (HQMC (LP), MARCORMATCOM, MARFORS)
- 1.3.5 Reduce retail Customer Wait Time (CWT) to no more than twenty-four hours by January 2005.
 (HQMC(LP), MARFORS, MARCORMATCOM)
 Note: The metrics for retail CWT are the same as the current metrics for retail Order Ship Time (OST).

1.3.6 Reduce Customer Wait Time (CWT) to no more than five days by January 2005. (HQMC(LP), MARFORS, MARCORMATCOM)

Note: The metrics for CWT are the same as the current metrics for wholesale Order Ship Time (OST).

Objective 1.4. Develop Logistics Command and Control Capabilities.

- 1.4.1 During 2001, develop the operational and technical requirements for a logistics command and control capability. (HQMC (LP), MARCORMATCOM, MCCDC, C4, MARFORs)
- 1.4.2 During 2001, conduct experimentation of the Autonomic Logistics concept to include joint experimentation with the U.S. Army. (HQMC (LP), MCCDC, MARCORMATCOM, C4, MARFORs)
- 1.4.3 During 2001, experiment with logistics C2 processes, procedures and systems in a tactical environment. (HQMC(LP), MCCDC, MARFORs)
- 1.4.4 During 2004, complete the initial development and fielding of Global Combat Support System Marine Corps (GCSS-MC). (MARCORMATCOM, HQMC(LP), MARFORs)

Objective 1.5 Refine engineer support, health services and services capabilities in an expeditionary environment.

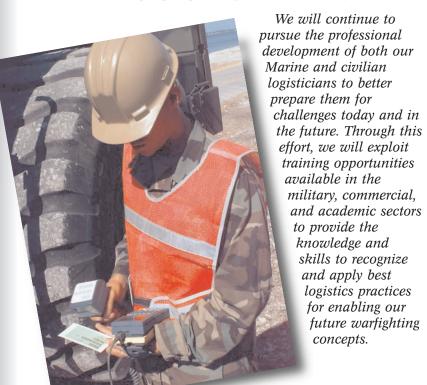
- 1.5.1 Upon completion of the Logistics Concept of Operations, refine engineer and Explosive Ordnance Disposal support concepts and capabilities. (HQMC (LP),HQMC(AVN), HQMC(PP&O), MCCDC, MARFORs)
- 1.5.2 Upon completion of the Logistics Concept of Operations, refine health services concepts and capabilities. (HQMC (MED), MCCDC, MARFORs)
- 1.5.3 Upon completion of the Logistics Concept of Operations, refine services capabilities (e.g. graves registration, disbursing) (HQMC (LP), MCCDC, MARFORs)

Objective 1.6 Validate and implement the Integrated Logistics Capability (ILC) recommendations.

- 1.6.1 Migrate Secondary Reparable management to Marine Corps Materiel Command (MATCOM) by FY 02. (HQMC (LP), MARCORMATCOM, MARFORs)
- 1.6.2 Transition management of 4th echelon maintenance to MATCOM during FY 02. (HQMC (LP), MARCORMATCOM, MARFORs)
- 1.6.3 Consolidate selected organizational supply functions at the intermediate level by FY 03. (HQMC (LP), MARCORMATCOM, MARFORs)
- 1.6.4 Consolidate 2nd and 3rd echelons of maintenance to the intermediate level by FY 05. (HQMC (LP), MARCORMATCOM, MARFORs)
- 1.6.5 Facilitate use of the Quadrant Model in logistics operations by FY 05. (HQMC (LP), MARCORMATCOM, MARFORs)

Goal 2 Logisticians

Implement programs that produce a highly knowledgeable, flexible and professional Marine Corps logistics workforce required to support existing and emerging logistics processes and systems.



Objective 2.1. Enhance the training and education of military logisticians throughout their careers.

2.1.1 Refine career progression training for logistics Occupational Fields (OccFlds). (HQMC (LP), MCCDC (T&E))

- 2.1.2 Assist other organizations (e.g., Training & Education Command (T&E), Marine Corps University (MCU), Marine Corps Combat Development Command (MCCDC), Joint Course for Logistics (JCL), Armed Forces Staff College (AFSC)) in developing and refining formal schools and other Professional Military Education (PME) courses. (HQMC (LP), MCCDC (T&E), MARCORMATCOM)
- 2.1.3 Establish closer relationships with industry and academia (e.g., manufacturing, services and distribution companies and universities) to include PME instruction and fellowship programs. (HQMC (LP), MCCDC (T&E), MARCORMATCOM)
- 2.1.4 Capitalize on existing civilian and military educational opportunities (e.g., the Society of Logistics Engineers (SOLE), U.S. Army Logistics Executive Development Course (LEDC), cooperative management degree programs). (HQMC (LP), MCCDC (T&E))
- 2.1.5 Develop and support logistics mentorship programs. (HQMC (LP), MCCDC (T&E), Logistics Community)

Objective 2.2. Enhance the training and education of civilian Marine logisticians throughout their careers.

- 2.2.1 Develop formalized logistics training programs for the civilian Marine workforce. (HQMC (LP), MCCDC (T&E), MARCORMATCOM)
- 2.2.2 Encourage civilian Marine participation in logistics MOS/PME schooling and professional logistical organizations in order to enhance their ability to support and understand needs of operating forces. (HQMC (LP), MCCDC (T&E), MARCORMATCOM)
- 2.2.3 Help civilian Marines enhance their understanding and appreciation of the operating environment in order to enhance their ability to support and understand needs of operating forces.

 (HQMC (LP), MCCDC (T&E), MARCORMATCOM)

Goal 3 CSSE Advocacy

The logistics community must articulate its needs and capabilities with a single voice.

The Deputy Commandant for Installations and Logistics is the Combat Service Support Element Advocate. CSSE Advocate's responsibilities are not limited to the CSS



Objective 3.1. Refine the vision for future of Marine Corps logistics.

3.1.1 During 2001, adopt a Logistics Concept of Operations that defines CSS/logistics concepts through 2020. (HQMC (LP), MCCDC, MARCORMATCOM)

Objective 3.2 Take necessary actions to shape Marine Corps logistics in preparation for emerging warfighting concepts.

3.2.1 Assist the logistics community in identifying capabilities, deficiencies and issues, and ensure those issues are advanced through various processes within the combat development system and the Department of the Navy. (HQMC (LP), MCCDC, MARCORMATCOM)

- 3.2.2 Act as a conduit between the operating forces/supporting establishment and the various process owners within the combat development system, as well as those external to the Marine Corps to ensure that element interests are properly addressed. (HQMC (LP), MCCDC, MARCORMATCOM)
- 3.2.3 Review, validate, and prioritize selected Universal Needs Statements (UNS). Mission Needs Statements (MNS), Operational Requirement Documents (ORD), and force structure recommendations prior to the start of resource allocation process. (HQMC (LP), MCCDC, MARCORMATCOM)
- 3.2.4 Prioritize and monitor the allocation of Science and Technology (S&T) funding for initiatives related to ground logistics. (HQMC (LP), MCCDC, MARCORMATCOM)

Objective 3.3 Develop a Resource Strategy for the CSSE Advocate

- Through the use of appropriation-based Integrated 3.3.1 Product Teams (IPTs), gather, analyze, resolve, and recommend CSSE/Logistics initiatives and issues for prioritization by DC, I&L and the CSSE Advocacy Board. (HOMC (L3), MCCDC, MARCORMATCOM)
- 3.3.2 Advocate the DC, I&L and the CSSE Advocacy Board Product in the Resource Requirements Process. (HQMC (L3), MCCDC, MARCORMATCOM)

Objective 3.4 Explore the inclusion of key functional areas under CSSE Advocacy.

- Explore the integration of personnel administration 3.4.1 functions into the CSS area of responsibility. (HOMC (LP), M&RA)
- 3.4.2 Explore the integration of NBC deliberate decontamination into the CSS area of responsibility. (HQMC (LP), PP&O)
- 3.4.3 Explore the integration of other key services into logistics advocacy (e.g., military police, postal). (HQMC (LP))

Objective 3.5 Manage Logistics Occupational Fields.

- 3.5.1 Develop an effective partnership between logistics occupational field sponsors and manpower specialists by reaching consensus on common goals and objectives, and by sharing access to pertinent information systems. (HQMC (LP), M&RA)
- 3.5.2 Utilize a variety of media to identify career issues and to inform logisticians of decisions affecting their careers. (HQMC (LP), M&RA)
- 3.5.3 Provide the CSSE Advocacy Board with an effective reporting tool that identifies trends in the recruiting, retention, education, manning, staffing, assigning and career advancement of logisticians. (HQMC (LP))

Objective 3.6 Logistics Policy

3.6.1 By 2002, complete a comprehensive review and update of logistics policy.(HQMC (LP))

Goal 4

Logistics Processes and **Procedures**

Increase logistics responsiveness, effectiveness, and efficiency by applying innovation and the best military and business practices, wherever appropriate.



While maintaining our focus on enhancing the MAGTF, we must continue to apply best logistics practices to processes and procedures to areas that are enablers to our CSS capabilities. These areas contribute to

between the operating forces and the supporting establishments activities.

Objective 4.1. Standardize and implement policies and procedures for Contractor Logistics Support (CLS) of weapon and support systems.

- During 2001 formally publish policies and procedures 4.1.1 for CLS. (MARCORMATCOM, HQMC (LP))
- Implement CLS across the full spectrum of equipment 4.1.2 where suitable to enhancing the CSS capabilities of the MAGTF. (MARCORMATCOM, HQMC (LP), MARFORs)

Objective 4.2. Implement the provisions outlined in the Marine Corps Logistics Information Resources (IR) Plan.

- 4.2.1 During 2001, define the logistics Operational Architecture (doctrine, tactics, techniques, processes and procedures) that will drive Technical and System Architectures. (HQMC (LP), MARCORMATCOM)
- 4.2.2 During 2001, implement the System Realignment and Categorization (SRAC) process to support the USMC Logistics Information Resources (LOG IR) Plan and logistics Operational Architecture (OA).

 (MARCORMATCOM, HQMC (LP))
- 4.2.3 During 2001, provide an interactive and current source of information related to USMC Logistics Information Resources strategy, plans, guidance, and implementation. (MARCORMATCOM, HQMC (LP))
- 4.2.4. In preparation of POM 04 submissions, facilitate the implementation of portfolio management for logistics IT in order to ensure that policies, programs, and requirements for logistics information system technology are integrated with an investment strategy. (HQMC (LP), MARCORMATCOM, P&R)
- 4.2.5 By 2005, evolve ATLASS functionality to support emerging logistics processes. (MARCORMATCOM, HQMC (LP), MARFORs)
- 4.2.6 By 2006, ensure that all logistics information technology (IT) applications support the Operational Architecture and comply with Defense Information Infrastructure Common Operating Environment (DII COE) and Marine Corps Enterprise Network and Navy Marine Corps Intranet standards. (HQMC (LP), MARCORMATCOM)
- 4.2.7 By 2010, develop and implement an Integrated Data Environment. (HQMC (LP), MARCORMATCOM)

Objective 4.3. Expand the use of electronic commerce (EC) and electronic data interchange (EDI) in order to ensure interoperable communication in business-to-business and business-to-customer transactions, and to reduce paper and manual transactions.

4.3.1 During 2001, develop an EC and EDI development and implementation strategy for the Marine Corps. (HQMC (LP), MCCDC), MARCORMATCOM, C4, MARFORs)

Objective 4.4. Enhance Depot Maintenance.

- 4.4.1 Continue to improve Depot Level Maintenance Process (DLMP) in order to integrate planning requirements and execution. (MARCORMATCOM)
- 4.4.2 Develop a system to capture depot "costs-per-repair-accomplished", benchmark depot costs to other depotlike organizations, and set cost reduction goals.

 (MARCORMATCOM)
- 4.4.3 Develop and implement maintenance methodologies that will reduce depot level Repair Cycle Time.

 (MARCORMATCOM, HQMC(LP))

Questions and/or Information Logistics Vision and Strategy Center Installations and Logistics Headquarters U. S. Marine Corps (703)695-6101/6019 http://www.hqmc.usmc.mil/ilweb.nsf

